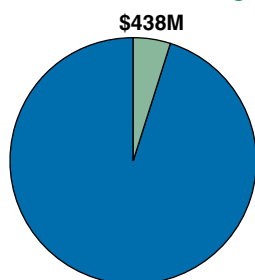


Goal 10 FY 2000 Obligations



Note: EPA FY 2000 Obligations were \$8,974 million

GOAL 10: EFFECTIVE MANAGEMENT

EPA will establish a management infrastructure that will set and implement the highest quality standards for effective management and fiscal responsibility.

OVERVIEW

EPA management provides vision, leadership, and support for all Agency programs. The effectiveness of EPA's management and the delivery of administrative services will determine, in large measure, the Agency's success in achieving its environmental mission. Sound leadership, proactive human resources management, rational policy guidance, innovation, quality customer service, consultation with stakeholders, results-based planning and budgeting, and fiscal responsibility provide the foundation for everything EPA does to advance the protection of human health and the environment. In addition work under Goal 10 ensures that EPA's management systems and processes will be supported by independent evaluations that promote operational integrity and efficient, effective programs. As stated in the Overview and Analysis section, EPA has made progress in strengthening results-based management through its planning and accountability processes and is working to promote more outcome-oriented goals and measures to further improve performance measurement. EPA has made significant progress in ensuring the security of its financial systems consistent with the Federal Financial Management Improvement Act.

In fulfilling its managerial commitments, the Agency focuses on five overarching priorities: managing human capital, streamlining business processes and meeting customer needs, investing in infrastructure, protecting children's health, and improving management and program operations.

FY 2000 PERFORMANCE

Managing Human Capital

The Agency faces a number of challenges in managing its human capital resources, including the

expected retirement of a large number of senior employees, which threatens to deplete EPA's pool of critical skills: retaining and recruiting a highly skilled and diverse professional and technical staff; providing employees with the competencies they need to effectively address the Agency's strategic goals; and building a sense of community while recognizing differences as contributions to the whole.

VALUES

EPA respects and values integrity, the trust and confidence of the public, diversity of cultures and thinking, competence, innovation, continuous learning, and sound science. We treat our people fairly and with respect, and encourage a spirit of teamwork and the consistent practice of these values.

Source: Human Capital Strategy

To address these issues the Agency drafted a strategic plan for investing in human resources, the "Strategy for Human Capital." The Strategy represents the first time EPA has developed a strategic direction for investing in and managing its human resources. To support the Strategy, the Agency has:

- Tested five pilot training courses to provide Agency mid-level managers with the competencies they need to successfully support the EPA mission.
- Implemented the Agency's Hispanic and Asian Outreach Strategies to enhance the career development and recruitment of Hispanics and Asians in federal employment.
- Recruited the third class of interns, which will provide the Agency with a diverse, high-potential cadre of future leaders.

- Completed a Labor Relations Strategic Plan that established specific targets for the Agency managers and union representatives to aim for over the next 12 months.

In FY 2000 EPA made inroads in promoting diversity and fairness in the workplace by tasking managers and employees to continue to work collaboratively in accomplishing the goals of the Agency's Diversity Action Plan and ensuring review of the Agency's hiring, promotion, and award practices. Following the plan also ensured that EPA employees were trained in working with tribes on a government-to-government basis to enhance the protection of tribes and tribal lands. The Agency's recruitment program was modified in 2000 to decentralize the management of recruitment activities to the regional and field human resources offices. Agencywide progress in 2000 has demonstrated improvement in minority representation within the Senior Executive Service (SES). An increase in the number of minorities and women also occurred in the SES feeder groups, GS-13 and above. Please see Section III - *Management Accomplishments and Challenges* for a further discussion of the above issues.

Streamlining Business Processes and Meeting Customer Needs

In FY 2000 EPA took a number of steps to streamline and automate its administrative systems and processes to provide the best customer service at the least cost and burden to the taxpayer. For example, EPA is automating the entire travel reimbursement process to obtain a significant reduction in administrative burden. EPA earned a prestigious federal award in recognition of its efforts, along with several other agencies, to implement an online system that allows employees to view and update many payroll and benefits options such as health plan choices. The Agency also made substantial progress in replacing its aging payroll system, and efforts are now under way to replace the Integrated Financial Management System. In addition EPA developed a financial data warehouse to improve Agency access to a range of financial and program data to better manage programs. EPA also reduced administrative burden and improved customer service by consolidating several local payment functions, and the resources saved were redirected to support environmental goals.

In the area of financial management, two major accomplishments have improved EPA's ability to set

priorities and manage for results. First, a major new accounting methodology adopted for the Superfund Trust Fund will increase cost recoveries for that program and serve as a model for indirect cost accounting in other programs. Second, EPA continues to take aggressive steps to promptly redirect unspent funds from inactive contracts and assistance agreements to other site response activities where funding is needed. For example, in FY 2000 the Agency redirected about \$166 million in unspent funds within the Superfund Program.

Increased use of automation continues to improve EPA's ability to manage for results, reduce burden, and gain efficiencies. The Agency added cost accounting features to its Budget Automation System in FY 2000 so that the system more clearly links budgetary resources with the achievement of environmental results. Measurable results of EPA's automation efforts include \$775,000 in rebates and discounts for prompt payment earned in FY 2000 as well as continued reduction of overhead costs through the electronic transfer of funds. In FY 2000 virtually all payments to contractors and employee salary payments were made electronically rather than by check.

Throughout FY 2000 EPA continued to introduce innovative approaches to providing electronic commerce for both the grants and contracts programs. For example, Agency grant recipients are beginning to benefit directly from a new system that allows them to request their funds online. The Agency brought all 11 Grants Management Offices online and fully implemented Phase I of the Integrated Grants Management System, a paperless programmatic and administrative system that will fully automate the grants process from pre-award activities to closeout. EPA is now in a position to accept electronic applications from grantees and make electronic awards, making the grant process faster and more user-friendly. In the area of contracts management, significant progress was made during FY 2000 in developing a Program Office Interface for the Integrated Contracts Management System. This new interface will streamline and automate communications and provide for the electronic routing of contracts-related documents among program offices, contracting offices, and EPA contractors. The Agency has achieved significant improvements in increasing the percentage of performance-based contracts, which are considered more cost-effective and result in the contractors assuming a greater share of the risk. EPA

had set a performance goal of awarding 11 percent of its new procurements as performance-based by FY 2000 and exceeded that goal by awarding 14 percent of its contracts as performance-based.

Investing in EPA's Infrastructure

EPA has a master plan for making ongoing investments in state-of-the-art construction and infrastructure renovations to its office facilities and laboratories to provide a safe and healthy environment for its employees and the surrounding communities. In FY 2000 the Agency continued its commitment to using "Green Power"—renewable electric power—for its facilities. The Agency purchased 100 percent renewable energy for three regional laboratories: Golden, Colorado; Manchester, Washington; and Chelmsford, Massachusetts. This action will reduce the Agency's dependence on fossil energy, comply with lower energy consumption goals under Executive Order 13123, and promote market penetration of renewable energy technologies.

A key component of this master plan is the new headquarters project, which is unique in the federal building universe. The design work focuses on achieving indoor air quality and energy efficiency, and it incorporates sustainable design practices within the context of federal design and procurement practices. The Agency was assigned 1.2 million square feet of space in the Federal Triangle to serve as its consolidated headquarters. Although this was not enough space to accommodate all of the EPA headquarters staff, the Agency accepted the new assignment because of the need to vacate Waterside Mall and the desirability of the Federal Triangle location. In FY 2000 the Agency moved additional employees, bringing the total number of employees relocated to the new headquarters complex to 3,400. Over the next 20 months, an additional 2,500 people will be moved.

EPA also continued to promote the Laboratories for the 21st Century (Labs21) initiative. In conjunction with the U.S. Department of Energy, the Agency provided technical assistance to pilot laboratory partners from the federal, state, and private sectors, sharing technical information and innovative whole-laboratory designs for reducing pollution and energy and water consumption. In September 2000 Labs21 became a part of Project XL (eXcellence and Leadership), a voluntary program that encourages state and local government agencies, businesses, and federal facilities to test cleaner, cheaper, and smarter ways to attain environmental



results superior to those achieved under current regulations and policies. The web site for the Labs21 initiative is <http://www.epa.gov/labs21century>.

EPA has implemented an aggressive strategy to reduce energy consumption in its facilities. Results include a 19 percent decrease in energy consumption in Agency-owned laboratories—from 374,000 Btu/ft² in 1985 to 304,000 Btu/ft² in 2000. By FY 2001 the Agency will have begun operations at three new energy-efficient laboratories.

Protecting Children's Health

In FY 2000 EPA made significant progress in its efforts to protect children from potential environmental hazards. The Agency provided leadership for federal efforts to address asthma and lead poisoning (two major children's health issues) and raised awareness about the effects of exposure to environmental hazards on children by incorporating environmental health issues into the activities of youth organizations. EPA reshaped its policy on science and risk assessment for children's environmental health, guiding the development of an Agency-wide strategy for research on environmental risks to children. In addition action was taken to reduce risks to children by considering such risks specifically in new and reevaluated standards and regulations.

In August 2000 EPA issued the Interim Evaluation Report of the Child Health Champion Community Pilot Program established in 11 communities across the United States. The evaluation assessed the feasibility of community-led approaches to children's health protection and how best to support such efforts in the future. Interim report findings indicated that broad-based community participation efforts are difficult without funding; tension exists between local community empowerment and federal laws and policies (including funding limitations on activities); and limited local information and data on human health issues hinder planning for local action. All 11 communities, despite the difficulties and limitations, are continuing their efforts to implement their programs in FY 2001.

Improving Management and Program Operations

The Agency's Office of Inspector General (OIG) met its goal to increase its effectiveness in detecting and deterring fraud and other improprieties by increasing the number of assistance agreement and contract cases, improving the percentage of cases referred for action, and reducing the average time for case completion. The OIG continued to emphasize an investigative initiative to uncover criminal activity in the awarding and delivery of assistance agreements and contracts. Fraud awareness briefings, an important part of fraud prevention and detection efforts, were held for EPA employees and state and local law enforcement organizations to address vulnerabilities to fraud, waste, and abuse. In addition the OIG developed an initiative to perform investigations of intrusive activities that affect the Agency's computer systems and to partner with other agencies in the growing effort to protect government computer systems. Overall investigative activity resulted in \$70.8 million in fines, recoveries, restitutions, and savings and 105 judicial, administrative, and other actions. OIG investigations consistently yielded significant monetary and environmental results, as indicated in the following examples:

- An EPA contractor agreed to a \$24 million settlement in a civil lawsuit alleging that the company billed government agencies for computer center costs in excess of the costs actually incurred.
- A firm agreed to a \$35 million settlement in a civil lawsuit alleging that it had charged excessive lease costs to EPA and several other government agencies.
- A company agreed to pay \$1.75 million in fines and restitution for failing to disclose to government officials that the wastewater it discharged directly into Dryman Bay in Sarasota County, Florida, was not properly treated.

The OIG provided timely, independent auditing and consulting services responsive to the needs of customers and stakeholders by identifying means and opportunities for increased economy, efficiency, and effectiveness in achieving environmental results. The OIG made its audit products and services more customer- and goal-driven by implementing an extensive customer input and survey process, reengineering the audit planning and development process, and expanding advisory services. As a result the OIG achieved its highest level of customer

OIG PROFILE OF PERFORMANCE

✓ Questioned Costs/Savings (millions)	\$55
✓ Environmental Program Improvements	78
✓ Fines, Recoveries, Settlements (millions)	\$71
✓ Criminal, Civil, Administrative Actions	105
✓ Customer Service Rating	76%

satisfaction as determined through surveys of EPA management and staff. The OIG added four new areas to its list of Agency Top Ten Management Challenges provided annually to Congress. In addition the OIG made numerous recommendations for improving Agency business practices and environmental results, including the following areas (1) submitting timely and complete financial statements that are accurate and have adequate accounting support, (2) strengthening controls over access to sensitive data on the Agency's mainframe computer, and (3) operating a viable asbestos inspection program to ensure that school districts comply with the Asbestos Hazard Emergency Response Act.

The OIG developed a new strategic plan that charts a course through FY 2005. It builds on past accomplishments and establishes new directions for contributing to improved environmental quality and human health. This plan will be enhanced through the creation of a new OIG Office of Program Evaluation to assess the linkage and impact of EPA actions and programs. The OIG's challenge is to perform work related to each of EPA's ten goals and measure progress and performance using a "balanced scorecard" combining outcomes, financial indicators, and customer satisfaction rather than the traditional monetary results approach.

Additionally the OIG implemented an outreach plan for improving OIG performance. The plan was designed to involve customers and stakeholders in planning the products and services for delivery, measure performance in meeting customers' needs, promote the benefits and value of OIG work and seek opportunity for collaborative partnerships. For example, the OIG formed the Environmental Consortium of the President's Council on Integrity and Efficiency, which includes the General Accounting Office (GAO) and 19 executive agencies, whose goal is to achieve greater efficiencies and more effective solutions to cross-cutting environmental issues. The OIG is also developing similar partnerships with state environmental agencies.

SUMMARY STATEMENT OF FY 2000 PERFORMANCE

The Agency made tremendous progress toward achieving Goal 10 and its objectives. Many significant steps were taken to strengthen the integrity of program operations. EPA has developed a strategic approach to manage human capital, took a number of steps to streamline and automate various administrative systems and processes, continued to reduce energy consumption in its facilities, made significant progress in efforts to protect children from potential environmental hazards, and increased effectiveness in detecting and deterring fraud and other improprieties.

STRENGTHENING PROGRAM INTEGRITY THROUGH IMPROVED MANAGEMENT

EPA completed several major actions in FY 2000 to strengthen the management of the taxpayers' dollars used to support the Agency's grant and contract programs. The Agency implemented a comprehensive strategy of technical assistance, monitoring, and oversight to help ensure that grantees properly expend federal funds on ongoing projects and achieve results that will benefit the public. In addition the Agency closed out an estimated backlog of 20,000 grants originally reported to Congress in July 1996, ensuring that all unused funds were deobligated and redirected to other environmental projects or returned to the Federal Treasury. In the contracts area, EPA negotiated a settlement with two major contractors in which the government and the U.S. taxpayers realized \$390 million in savings.

EPA has taken numerous steps to remedy the problems that led to a qualified audit opinion from the Inspector General on its FY 1999 financial statements and is pleased to report that the FY 2000 statements have earned an unqualified opinion. Recent improvements include strengthening quality controls and financial systems security; developing additional policies and procedures for preparing the statements; providing expert training to the Agency's financial management staff; and compiling interim financial statements for use as a "dry-run" to identify potential problems. EPA also contracted with the Department of the Treasury for technical assistance and focused on recruiting and hiring experienced staff knowledgeable about federal accounting standards. EPA continues to improve its capabilities related to cost

accounting, illustrated by revisions to the account structure that linked the Agency's financial resources to the elements of the Strategic Plan.

In FY 2000 EPA made progress in improving the security of financial information systems, but additional measures are needed to meet the security challenges of the rapidly changing cyber world and effectively move toward electronic government. Reviews of Agency security practices by GAO and OIG revealed a number of vulnerabilities. In response EPA has thoroughly evaluated its current practices and is implementing cost-effective means of ensuring the security of the Agency's financial information systems and the transactions processed. For example, EPA established a cross-office financial information security council; updated hardware and software; initiated a structured process to identify, assess, and mitigate risks; and improved financial system documentation, technical and management controls, and security training.

The OIG identified accountability as a management challenge for the Agency, stating that EPA needs to take further action to develop accountability systems that tie performance to its organizational goals. The Agency has made significant progress to strengthen results-based management, and it continues to work toward more effectively linking assessments of program performance with resource decisions as well as identifying goals and measures that will allow for trends analysis over time. EPA has efforts underway to improve cost accounting to better link budgetary resources with the achievement of environmental results and to provide for more informed decision-making. In addition the Agency is replacing its aging financial and payroll systems and improving the use of automation to reduce burden and gain efficiencies.

The Agency is undertaking several actions to improve its ability to manage administrative complaints alleging discrimination under Title VI of the Civil Rights Act of 1964. Title VI prohibits discrimination on the basis of race, color, or national origin by any entity that receives federal financial assistance. EPA's Title VI complaints investigation program has had difficulty meeting regulatory deadlines for processing and investigating complaints. The Agency is temporarily assigning additional case managers to expedite processing and reduce the current backlog of 61 Title VI complaints that require an investigation or a jurisdictional determination. In addition the Agency is

working to improve its long-term efficiency by developing needed guidance on processing complaints and by reducing the processing time for sending letters on acceptance, rejection, or referral of complaints.

Title VII of the Civil Rights Act of 1964 requires implementation and management of an effective federal discrimination complaints process that provides employees and applicants for employment an opportunity to seek redress. The Agency has several problems that adversely affect the timeliness of the discrimination complaints process, including lack of accurate and timely data in the tracking system; late, incomplete, or missing discussions of allegations in counselors' reports; and insufficient contractor support. The Agency has initiated several corrective actions to be fully implemented by September 2001, including weekly monitoring of all actions in the discrimination complaints inventory and the recruitment and hiring of four additional employees for the Title VII team.

Over the past several years, the Agency has undertaken a comprehensive strategy to streamline the grants management process, provide ongoing assistance agreement training and ensure accountability for oversight responsibilities. During FY 2001 the Agency plans to conduct a series of management assessment reviews in EPA program offices and regions to assess the adequacy of the administrative and programmatic management of assistance agreements. EPA will continue, on an ongoing basis, to provide training for EPA staff and to conduct periodic reviews to ensure ongoing compliance with Agency policy and federal laws relative to assistance agreements.

Please see Section III - *Management Accomplishments and Challenges* for a further discussion of the above issues.

PROGRAM EVALUATION

EPA undertook several evaluations in FY 2000 to review the effectiveness of its program strategies and guidance in achieving program goals and safeguarding resources.

- Conducted a program evaluation that led to the redesign of the business processes of the EPA Computer Center. The Center provides a range of computing services to Agency customers and is supported by customer payments. The new design features streamlined business practices and a new

rate structure that more accurately aligns prices for services with the Center's costs.

- Executed an annual review of its General Services Administration leased space. The review verified space measurements, ensured that EPA was billed correctly, validated space utilization needs, and ensured that rents were comparable to prevailing market rates. This careful management of EPA's inventory has ensured the best possible utilization of space and has yielded the Agency substantial savings.
- Conducted Management Oversight Reviews across the Agency to ensure that each Grants Management Office engages in sound grants management practices and follows established grant rules, regulations and policies.

ASSESSMENT OF IMPACTS OF FY 2000 PERFORMANCE ON FY 2001 ANNUAL PERFORMANCE PLAN

Overall, FY 2000 performance under Goal 10 was as expected, and FY 2001 Annual Performance Goals (APGs) build on this success. EPA is improving accountability for Agency results-based management processes and financial management functions by developing more outcome-oriented goals and measures and by incorporating feedback from customers and stakeholders into its annual performance goals and measures. In developing outcome-oriented performance results, EPA has committed to increasing the percentage of outcome-oriented annual performance goals and performance measures reported in the Agency's FY 2002 Annual Performance Plan by 4 percent over FY 2001.

TABLES OF RESULTS

The following tables include performance results for the five FY 2000 APGs that appear in Goal 10. In cases where the FY 2000 APG is associated with an FY 1999 APG, the table includes the FY 1999 APG for ease in comparing performance. Additionally EPA lists the FY 1999 APGs that are no longer reported for FY 2000.

FY 2000 Annual Report
Annual Performance Goals and Measures - Table of Results

<div> <div>Summary FY 2000 Performance</div> <div> <div>4 Goals Met</div> <div>1 Goals Not Met</div> <div>0 Other</div> </div> </div> <div>GOAL 10 - EFFECTIVE MANAGEMENT</div>			
FY 2000 ANNUAL PERFORMANCE GOALS AND MEASURES	FY 2000		FY 1999
	Planned	Actual	Actual
THE OFFICE OF THE ADMINISTRATOR AND DEPUTY ADMINISTRATOR WILL PROVIDE VISION AND LEADERSHIP (WITHIN THE AGENCY, NATIONALLY AND INTERNATIONALLY) AS WELL AS EXECUTIVE DIRECTION AND POLICY OVERSIGHT FOR ALL AGENCY PROGRAMS.			
FY 2000 APG 69: Evaluate health outcomes related to environmental health effects for asthma and lead addressed in 11 Pilot Child Health Champion Communities. Performance Measure - Issue report on health outcomes. Explanation: Goal met. EPA met this goal by issuing the Interim Evaluation Report of the Child Health Champion Community Pilot Program in August 2000. The interim evaluation focused on community-level coalition building, project planning, and implementation planning processes within each of the 11 communities. The final report will provide a complete picture of activities, findings, and lessons learned from the pilot program. Data Source: All data are being provided by the communities. EPA will compile and analyze the data supplied by the communities. Data Quality: The communities are making every attempt to provide good quality data. The data quality, however, will vary by community because of the types of interventions being implemented, availability of health and non-health outcome data, availability of database and database expertise, and limited resources to assemble outcome data.	1	1	No FY 1999 APG
EPA WILL PROVIDE THE MANAGEMENT SERVICES, ADMINISTRATIVE SUPPORT AND FACILITY OPERATIONS NECESSARY TO ACHIEVE ITS ENVIRONMENTAL MISSION AND TO MEET ITS FIDUCIARY AND WORKFORCE RESPONSIBILITIES.			
FY 2000 APG 70: 100 percent of EPA's Government Performance Results Act (GPRA) implementation components (planning, budgeting, financial management, accountability, and program analysis) are completed on time and meet customer needs. <i>(FY 1999) By the end of 1999, the Agency can plan and track performance against annual goals and capture 100% of costs through the new PBAA structure, based on modified budget and financial accounting systems, a new accountability process, and new cost accounting mechanisms.</i> Explanation: Goal not met. The Agency, however, did make notable progress toward the goal as follows: - EPA delivered its FY 1999 Annual Performance Report to Congress on March, 31, 2000. - EPA delivered the Revised Strategic Plan to Congress by September 30, 2000 meeting the GPRA requirements. - EPA substantially improved internal processes and submitted the financial statements on time. Although the Agency received a qualified audit opinion from the Inspector General on the FY 1999 financial statements, EPA has taken significant steps to remedy the issues raised and has earned an unqualified opinion in FY 2000. - EPA evaluated options for replacing its aging payroll system and made a selection based on a thorough business case analysis. In 2000 EPA replaced an ancillary financial reporting system with a data warehouse providing better access and reporting capabilities, and enhanced the cost accounting	100%	85%	9/30/99

FY 2000 ANNUAL PERFORMANCE GOALS AND MEASURES		FY 2000		FY 1999
		Planned	Actual	Actual
<p>features of its Budget Automation System (BAS) to more closely link resources to accomplishments. These cost-effective improvements, along with comprehensive efforts in security, enhanced EPA's financial systems capabilities. EPA plans to take advantage of the Joint Financial Management Improvement Program testing to support development of options for replacing its core Integrated Financial Management System (IFMS).</p> <p>- EPA budgeting processes executed resource adjustments necessary to meet emerging priorities to satisfy Agency and Congressional requirements.</p> <p>Data Source: The Performance and Environmental Results System (PERS) houses data for GPRA performance goals and measures as a basis for the Annual Performance Report. IFMS contains the data for the financial statements. The BAS supports the budget processes.</p> <p>Data Quality: Because PERS and BAS are databases that primarily house information from Agency program databases, most of the quality assurance and control efforts focus on ensuring effective data entry. EPA's quality assurance program for IFMS includes automated data checks and edits as well as periodic quality assurance reviews.</p>				
<p>FY 2000 APG 71: All 58 mission-critical systems will continue to support core Agency functions without interruption across Year 2000 date change.</p> <p>(FY 1999) All mission-critical systems will continue to support core Agency functions without interruption across Year 2000 date change.</p> <p>Explanation: Goal met. This Annual Performance Goal carried over in order to ensure that all mission critical systems were Year 2000 (Y2K) compliant on January 1, 2000. EPA continued monitoring and maintenance of these systems to ensure a smooth transition to Year 2000 date change.</p> <p>Data Source: Manual system.</p> <p>Data Quality: Data are manually verified.</p>		100%	100%	100%
<p>EPA WILL PROVIDE A QUALITY WORK ENVIRONMENT THAT CONSIDERS EMPLOYEE SAFETY AND SECURITY, BUILDING OPERATIONS, UTILITIES, FACILITIES, NEW CONSTRUCTION, REPAIRS, AND POLLUTION PREVENTION, WITHIN HEADQUARTERS AND NATIONWIDE.</p>				
<p>FY 2000 APG 72: EPA will ensure that all new and ongoing construction projects are progressing and completed as scheduled.</p> <p>(FY 1999) Complete at least 50% of construction of the consolidated research lab at Research Triangle Park, North Carolina.</p> <p>(FY 1999) Continue renovation of the new consolidated headquarters complex, completing 100% build out of the Ariel Rios north and Wilson Building, and 50% of the Interstate Commerce Commission, and moving 38% of EPA personnel from vacated spaces to the new consolidated complex.</p> <p>Performance Measures</p> <ul style="list-style-type: none"> - Percentage of new Research Triangle Park building construction completed. - Percentage of the Interstate Commerce Commission construction completed. - Percentage of EPA personnel consolidated into Headquarters complex. <p>Explanation: Goal met. Construction completion is progressing as planned.</p> <p>Data Source: Manual system.</p> <p>Data Quality: Data are manually verified.</p>		80%	80%	60%
		80%	80%	90%
		40%	40%	50%
				31%

FY 2000 ANNUAL PERFORMANCE GOALS AND MEASURES		FY 2000		FY 1999
		Planned	Actual	Actual
EPA WILL PROVIDE AUDIT AND INVESTIGATIVE PRODUCTS AND SERVICES, ALL OF WHICH CAN FACILITATE THE ACCOMPLISHMENT OF ITS MISSION.				
FY 2000 APG 73: Office of Audit will provide timely, independent auditing and consulting services responsive to the needs of our customers and stakeholders by identifying means and opportunities for increased economy, efficiency, and effectiveness in achieving environmental results. <i>(FY 1999) In 1999, the OIG will provide objective, timely and independent auditing, consulting, and investigative services through such actions as completing 15 construction grant closeout audits.</i>				24
Performance Measures				
- Potential monetary value of recommendations, questioned costs, savings and recoveries.		\$64 M	\$55.3 M	\$128.8 M
- Examples of the Office of Inspector General (OIG) recommendations or actions taken to improve economy, efficiency, and effectiveness.		63	78	60
- Overall, customer and stakeholder satisfaction with audit products and services.		75%	76%	75%
Explanation: Goal met. The OIG met its annual performance goal of providing timely, independent auditing and consulting services. Although the monetary value resulting from the work was less than projected, the OIG identified the amount of ineligible, unsupported, and unnecessary/unreasonable costs to the extent possible in the audits performed. Monetary estimates are based on professional judgment since there is no way of determining in advance precisely the amounts of disallowed costs.				
Data Source: The database for the OIG recommendations and the potential monetary value of recommendations, questioned costs, savings, and recoveries is the Inspector General Operations and Reporting System. There is no formal database for customer/stakeholder satisfaction; information for these areas is extracted from audit reports and survey responses.				
Data Quality: The OIG will continue working in FY 2001 to strengthen data quality in the Inspector General Operations and Reporting System.				

FY 1999 ANNUAL PERFORMANCE GOALS (NO LONGER REPORTED FOR FY 2000)
<ul style="list-style-type: none"> By the end of 1999, evaluate five EPA regulations to ensure they are protective of children's health. EPA will improve the quality, effectiveness and efficiency of EPA's acquisition and contract management process by completing 10% of contracts utilizing performance-based statement of works. Implement Phase 1 of the Integrated Grants Management System award module in all regions.